

Operational Activity Hierarchy

A0 A1 A11

A MANAGE THE DEPARTMENT OF DEFENSE BUSINESS MISSION - This activity supports the Department of Defense business mission areas that deal with all aspects of planning, acquiring, using and disposing, terminating, or separating of goods and services, assets and human resources through accurate financial management, asset management and human resource management.

A1 PERFORM PLANNING This activity determines, identifies, establishes, and allocates strategic direction, identifying and establishing defense programs and processes, and allocating resources (capital and labor) among those programs and processes to perform DoD's mission.

A1.1 CONDUCT STRATEGIC PLANNING This activity develops strategic goals, objectives and the associated products to achieve the organization's mission for a specified time period. These are reflected in strategic plans, capabilities, and assessments.

A1.2 DEVELOP PLANNING AND RESOURCE GUIDANCE This activity produces direction or policy for the business activities based on the strategic goals and objectives.

A1.3 FORMULATE PROGRAM AND BUDGET This activity generates and revises requisitions and implements buying contract/orders and sales contract/orders at all levels (contract, call, line item).

A1.4 DEVELOP RESOURCE AND PERFORMANCE PLAN This activity translates strategic plans, guidance, and requirements into detailed plans to execute programs and to describe what business activities will be executed and what is the expected outcome. This activity also develops the resource and performance plan to achieve specific business operations and program goals, objectives, and performance. Plans are maintained and updated based upon receipt of the program and funding document, management reviews, fact of life changes, or contingency operations. Plans describe business programs in terms of performance levels, outcomes, and expected

A1.5 DEVELOP REQUIREMENTS STRATEGY This activity assesses requirements and develops strategies to acquire or source these requirements, including forecasting costs, identifying risks, and any related selection or negotiation criteria.

A1.6 ALLOCATE RESOURCES This activity distributes approved DoD resources or adjustments (e.g., reprogramming and supplemental) within guidelines provided by statute, policy, and regulation. This includes distribution of resources from OSD to DoD components and subsequent distribution to lower echelon commands down to the lowest level designated. This activity comprises the process of allocating and sub-allocating resources, End Strength, and other targets.

A2 MONITOR PERFORMANCE OF THE DEPARTMENT OF DEFENSE BUSINESS MISSION This activity measures progress towards satisfying the strategic objectives of the Department of Defense Business Mission.

A3 CONDUCT SOURCING Once the plan identifies potential providers, solicitation strategies and establishes selection criteria, this activity establishes sourcing vehicles, requests proposals, reviews bids, selects providers and issues contracts. This activity also tracks, monitors and closes out contracts and ensures that vendors and/or service providers are meeting terms and conditions and other requirements. Finally, this activity is responsible for executing acquisition business plans of Department of Defense by managing programs.

A3.1 EXECUTE ACQUISITION STRATEGY This activity matches requirements to existing Sourcing and/or Enterprise Contract/Agreements. Enterprise implies multiple vendor options whereas Sourcing is typically for a particular program/vendor (e.g. F18/Boeing). If a new Sourcing or Enterprise Contract/Agreement is required, the requirement to be fulfilled is communicated as a Solicitation, Request for Information, Request for Quote, or Request for Proposal. This activity also includes the evaluation and/or negotiation of proposals resulting in the issuing of a Sourcing or Enterprise Contract/Agreement.

A3.2 EXECUTE SALES AND PROCUREMENT This activity generates and revises requisitions and implements buying contract/orders and sales contract/orders at all levels (contract, call, line item).

A3.3 MONITOR SALES AND PROCUREMENT This activity reviews contracts and other information to ensure that buying contract/orders and sales contract/orders compliance has been achieved. Internal and external vendors and/or service providers performance, service deliveries, periods of performance, payment reconciliation and contract closure are all reviewed.

A3.4 EXECUTE PROGRAM MANAGEMENT This activity manages the elements of the program's resources and risk, integrates government and contractor efforts, and reports program status and issues.

A4 MANAGE PROPERTY AND MATERIEL This activity includes all activities associated with the management and movement of materiel and assets throughout the lifecycle from procurement/acquisition, production, end use and maintenance/sustainment to final disposition.

A4.1 PERFORM SERVICE BASE OPERATIONS SUPPORT This activity consists of activities that enable the performance of both common and asset level installation support functions including real property services (e.g. space management, utility services, pest control services, pavement clearance services, custodial services, refuse collection, grounds maintenance services, etc), housing management, and common installation support such as BRAC, certain on-base transportation, and other common support services.

A4.2 PERFORM BUILD AND MAKE AND MAINTENANCE AND SUSTAINMENT OPERATIONS This activity is associated with developing Plant Property and Equipment assets, maintaining them in standard working condition, and extending their capacity, capability, or useful life. Examples of these activities include construction of buildings and facilities and production of equipment, as well as repair, overhaul, restoration, and modernization of these assets.

A4.3 DELIVER PROPERTY AND MATERIEL This activity satisfies the needs of internal and external customers, as evidenced by orders (i.e. requisitions, purchase orders or contracts), by issuing or transporting inventory and related materials, or capital equipment. Materiel and equipment come under control of the Deliver activity when they are received at the warehouse. The Deliver activity is triggered when an inquiry or order is received from a customer. It includes the care and custody of the goods, picking orders, arranging transportation and issuing or shipping the goods. The Deliver activity is complete when the goods have been received by the consignee, acknowledged and invoiced, and the intransit record has been cleared.

A4.4 DISPOSE OR RETURN PROPERTY AND MATERIEL This activity sends goods and equipment back into the supply chain when they are received in error, in excess of required quantities, or defective obsolete, damaged, or worn rendering them no longer useful in their current condition. This activity also includes the disposal of real property by demolition or transfer.

A5 PERFORM ENVIRONMENT SAFETY AND OCCUPATIONAL HEALTH SERVICE This activity refers to distinct business areas within DoD that address environmental quality, restoration, range sustainability, occupational health, safety. While each program within these business areas operates in accordance with specific laws, regulations, DoD guidance, service level guidance and best practices, there are sets of common activities operating across these areas. Common activities include identifying and understanding the environment, safety, health or readiness issues, risk assessment, developing solutions, implementing solutions, developing agreements and the conduct of monitoring. Specific business areas addressed are Compliance; the area of environmental management that ensures effective and efficient compliance with existing Federal, host nation, state and local environmental laws and regulations, Pollution Prevention (P2); which seeks to eliminate or reduce pollution at its source and promote recycling. P2 programs are the preferred means of achieving environmental compliance, protecting human health and reducing the use of hazardous materials, and decreasing the volume of solid waste. Conservation; which balances the responsibility of protecting cultural and natural resources with the requirements of military mission support., Clean-up/Restoration; the identification, investigation, research and development, and cleanup of contamination from hazardous substances, pollutants and contaminants and the correction of other environmental damage such as detection and disposal of unexploded ordnance (UXO), which creates an imminent and substantial endangerment to the public health or welfare or to the environment, Safety; which ensures that the Warfighter and the supporting personnel work in an environment that is free from occupational hazards such as improper machine operation, faulty equipment, and other safety related issues, and Occupational/Environmental Health; which ensures that the Warfighter, supporting personnel, and other stakeholders are protected from various health issues that can arise during normal operations.

A6 PERFORM HUMAN RESOURCES MANAGEMENT This activity encompasses all activities associated with entry to/exit from the organization; career development and management; benefits, travel and pay management; and execution of human resource policies, procedures and employee information management.

A6.1 PERFORM ORGANIZATIONAL MANAGEMENT This activity encompasses all activities associated with managing the human resources infrastructure for Department of Defense (DoD) organizations. This infrastructure supports DoD legal programs, law enforcement programs, individual travel and organizational structures with position specifications. This activity includes managing the implementation of DoD mission plans by formulating force structure, strength projections, accession targets and distributing peacetime

A6.2 PERFORM PERSONNEL AND PAY MANAGEMENT This activity encompasses all activities associated with entry to/exit from the organization; profile record management; career development and management; execution of human resources policies, procedures, and employee information (profile record and workforce communication) management; and administering, authorizing and calculating pay. This activity includes the following: accession, recruitment, strength management, placement and assignment, position fill management and classification, budget justification, resource utilization projection, adverse action, personnel actions, social actions (including Equal Employment Opportunity programs), personnel administration support, personnel security investigations and clearances, time and attendance tracking, human resources reporting, transition of member/employee, education, training and development, competency management, performance review and administration (including the promotion process). This activity also includes pay administration and policy, leave calculation, annuitant and retirement pay, special pay and entitlements, pay authorization and calculation, pay adjustments, allotments, bonds, garnishments and offsets, Thrift Savings Plan calculation, payroll and tax reporting,

A6.3 MANAGE BENEFITS This activity is associated with the management of benefits to support Department of Defense Quality of Life programs. This activity also includes indirect compensation, wage supplements, indirect payments, and provision of Morale, Welfare, and Recreation Programs (including Chaplain programs, commissary, exchange, and other Non-Appropriated Fund (NAF) operations). This includes medical, dental, life and long-term insurance; pension/retirement; flexible spending; disability benefits; entitlements; benefits eligibility, including management of housing and educational benefits, enrollment and termination; tracking of health care administrators; savings management (Thrift/Bonds); and benefits reporting.

A7 PROVIDE INFORMATION MANAGEMENT SERVICES This activity involves the coordination of information resources to support or provide a service for or to an organization and its components or users. Information Management Services involves the coordination of information collection, storage, and dissemination and destruction.

A7.1 PROVIDE KNOWLEDGE MANAGEMENT SERVICES This activity formalizes the management and leveraging of intellectual assets. Knowledge Management is an enterprise discipline that promotes a collaborative and integrated approach to the creation, capture, organization, access and use of information assets, including the tacit, uncaptured knowledge of people. This activity involves programs and activities in which the federal government creates or develops a body or set of knowledge, the manipulation and analysis of which can provide inherent benefits for both the federal and private sector.

A7.2 PERFORM REPORTING This activity includes the process of receiving financial and management reporting requirements, preparing the information product, and distributing the finished product to the requestor. The activity distributes information in a specified format for analysis and decision-making. This activity routinely involves summarizing and clearly communicating information collected through various means and providing output results based on specified reporting requirements such as format, frequency and type.

A7.3 MANAGE PUBLIC AFFAIRS This activity involves the exchange of information and communication between the Federal Government, citizens and stakeholders in direct support of citizen services, public policy, and/or national interest.

A7.4 PROVIDE INFORMATION ASSURANCE SERVICES This activity provides the basis for services that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This activity also provides for restoration of information systems by incorporating protection, detection, and reaction capabilities.

A8 PERFORM FINANCIAL MANAGEMENT This activity measures, operates and predicts the effectiveness and efficiency of the Department's financial activities in relations to its financial objectives, and includes the responsibility for establishing financial policies, practices, standards and ensuring a system of controls exists that reliably captures and reports activity in a consistent manner.

A8.1 ANALYZE FUNDS MANAGEMENT This activity manages funds that have been allotted by business plan and tracks subsequent execution of funds by monitoring commitments, obligations, and expenditures.

A8.2 ADMINISTER ENTITLEMENTS AND SALES This activity encompasses fund validation activities at both the commitment and obligation stages, as well as accounts payable activities associated with commercial pay operations. This activity further encompasses the management of all claims receivable accounts owed to the Department of Defense. This activity also includes the management of accounts receivable related to the sales of goods or services, to include the generation of a billing document.

A8.3 MANAGE GENERAL LEDGER TRANSACTIONS This activity encompasses accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of federal funds and expenditure of federal appropriations (salaries and expenses, operation and maintenance, procurement, working capital, trust funds, etc.). In accordance with applicable federal standards (FASAB, Treasury, OMB, GAO, etc.) the activity also includes posting all financial transactions to the general ledger, as well as the closing

A8.4 PERFORM TREASURY OPERATIONS This activity processes disbursements, collections, returns and replacement financial instruments and delinquent receivables for the Department of Defense. This activity also involves the management of securities held for the production of investment revenues, net of premiums and discounts.

A8.5 PERFORM COST ACCOUNTING This activity provides for the assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

A8.6 PERFORM FINANCIAL MANAGEMENT GOVERNANCE This activity creates, maintains and disseminates policies, requirements and other directives governing the performance of financial management activities.